

311institute.com

Framework Series

Mapping CEO strategy to future Emerging Technologies





ABOUT THE 311 INSTITUTE

The 311 Institute is a global Innovation and Business Management consulting firm.

We are a leading Innovation and Business Management consulting group with Academic and Enterprise Affiliates in the US, Europe and APJ. Our Associates and Alliance Partners help the G250, Government, Entrepreneurs and Non Profit enterprises realise higher value by creating growth strategies, building innovation capabilities, creating new markets and helping them reinvent their core attributes.

INTRODUCTION

Sometimes CIO's find themselves faced with the dilemma of trying to meet their CEO's long term strategic imperatives with mature, existing technologies that don't meet their needs but what if there were a number of emerging technologies that seemed better suited? How could the CIO and their office identify which ones to focus on?

At the 311 Institute we have developed this simple five step framework to help CIO's identify the technologies that can help achieve their organisations midterm to long term strategic objectives.

The Framework

There are five steps in the framework, outlined below:

1. Identify your CEO's strategic priorities,
2. Find a way to filter them and categorise them into common themes,
3. Map these filters and themes against the Gartner Emerging Technology Hype Cycle,
4. Assign specific employees to become subject matter experts in the chosen technologies,
5. Meet with CEO to seek confirmation.

Using the Framework

Now that we've laid the steps out let's run through an example.

1. Understand your CEO's strategic priorities

The best way to do this is to have a deep conversation with your CEO.

While this may sound obvious you would be surprised at how many C Suite stakeholders we interview who don't have this type of open dialogue. It is imperative that you clearly understand your CEO's strategic objectives.

During our course of normal business our Managing Partners work diligently to understand our client's strategic imperatives so here we are going to use a real world example from the Los Angeles County CEO report. As an organisation Los Angeles has revenues in excess of \$23 Billion per annum, employs over 100,000 people and delivers a complex suite of services to support the public that range from healthcare all the way through to sanitation.

If you were the CIO here which emerging technologies would you recommend to support your CEO's agenda?

After your conversation with the CEO you now understand that his strategic imperatives are:

- Strategy 1:** Organise the CEO's staffing and processes to promote accountable, collaborative, responsive, and innovative solutions to managing County government.
- Strategy 2:** Deliver effective internal and external communication channels that provide the Board, County Department Heads, CEO employees and other County employees with the information and knowledge necessary to successfully execute their responsibilities.
- Strategy 3:** Advance Board priorities and countywide initiatives to facilitate and promote efficient County operations and results.
- Strategy 4:** Ensure the overall fiscal stability of the County of Los Angeles through resource management and revenue enhancement.

2. Filter and categorise

As CIO it's your responsibility to ensure that you are implementing technologies that support all of your CEO's strategic objectives but for our example we're going to focus on Strategy number 2. CEO statements are typically easy to work with because the key priorities have already been summarised and condensed but as always the devil will be in the details.

In this step we need to be able to filter the important hooks and categorise them into common themes, we will then use these in Step 2 to begin mapping the strategic initiative against suitable emerging technologies.

As you can see below we have already taken the time to highlight the important strands in *italics*. If this strategy statement was from your own organisation we would strongly encourage you to delve into each strand and question each of the stakeholders about their precise needs and requirements so you can formulate a tailored, fit for purpose solution.

- Strategy 2:** *Deliver effective internal and external communication channels that provide the Board, County Department Heads, CEO employees and other County employees with the information and knowledge necessary to successfully execute their responsibilities.*

5. Close the loop with the CEO

Once you are confident that your team has done enough to quantify the viability of each type of technology it's important that you circle back round with the CEO and elicit his feedback. If it's positive then you're probably on the right track, if it isn't then you need to re-evaluate your filters and step through the process again.

© Copyright 311 Institute 2013
Produced in the United Kingdom
07-11

All Rights Reserved 311 and the 311 logo are trademarks or registered trademarks of 311 in the United Kingdom, other countries, or both.

Other company, products and service names may be trademarks or service marks of others.

References in this publication to 311 products and services do not imply that 311 intends to make them available in all countries in which 311 operates.

For more information visit us at
www.311institute.com/ibv.html